



ic INFRASTRUCTURE



# ASSET MANAGEMENT STAFFING AND GOVERNANCE SURVEY – RESULTS

AMBC Conference, Nov 2024



# Acknowledgements

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# Agenda



- ◆ Context, Objectives and Approach
  - ◆ Data Cautions ⚠
- ◆ Analysis
  - ◆ Budget Information
  - ◆ Staffing
  - ◆ AM Governance
- ◆ Key Takeaways

# CONTEXT, OBJECTIVES AND APPROACH





Figure 10 - Saanich District-Wide AM Maturity Using AssetSMART2.0

## Saanich

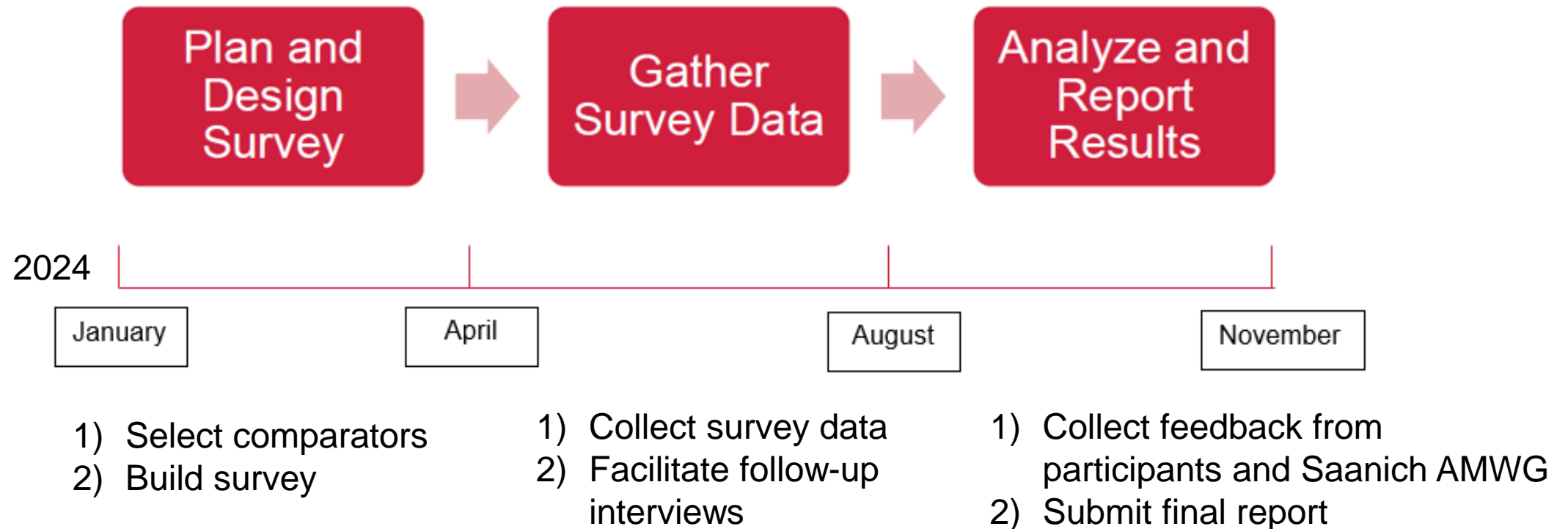
- AM Maturity Assessment completed using AMBC's BC's assessment tool (AssetSMART2.0)
- Scores within the 'People' element were averaging at a **Level 2**
- Improvement strategy: **'Develop an AM Competency Management Program.'**

## Industry

- All municipalities are wrestling with staffing challenges, but lack of guidance in the industry on how staffing evolves with maturity

# Objectives and Approach

- Complete a survey of local governments across Canada to gather information on their staffing levels and organizational structures.



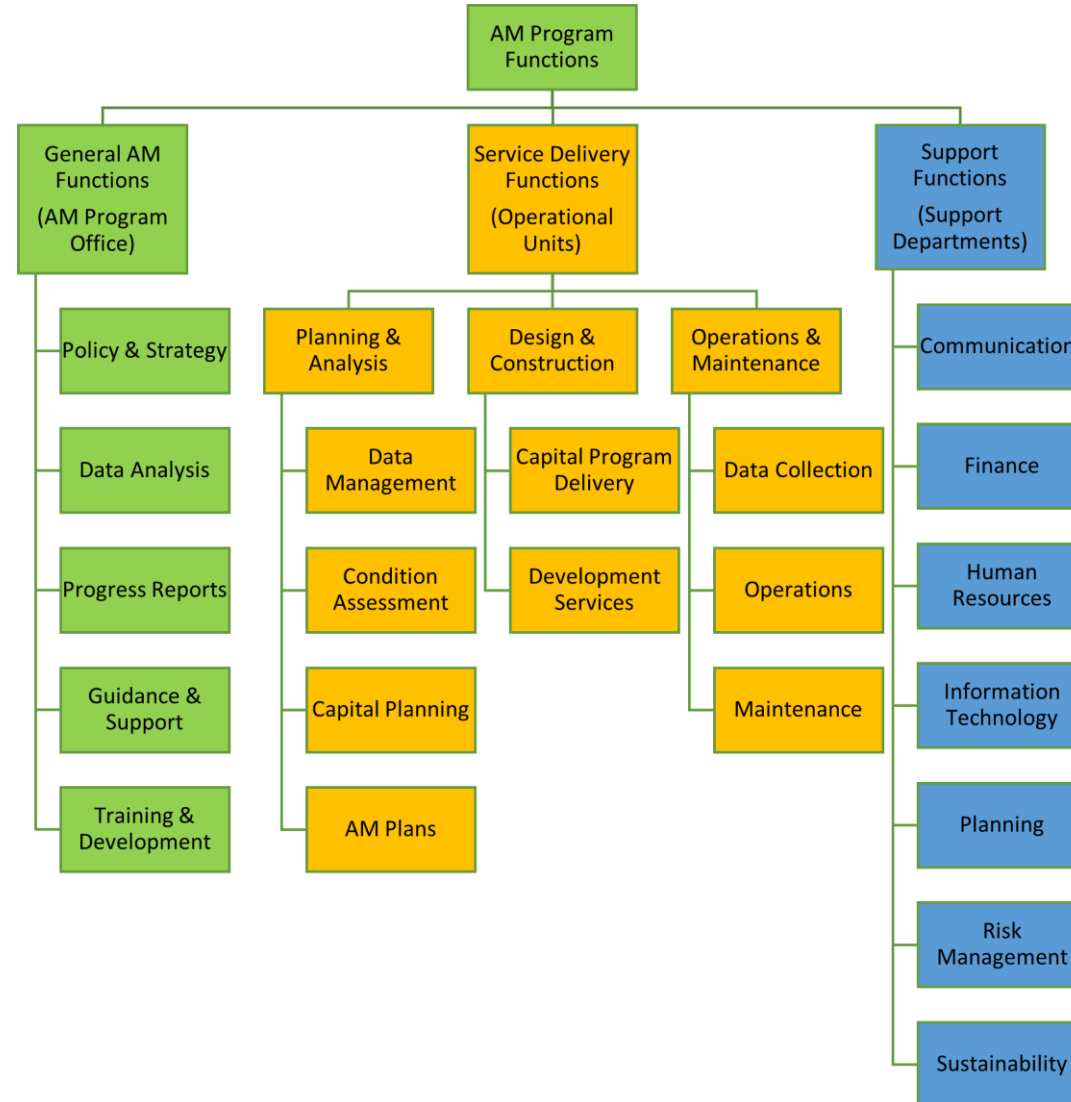
# Survey Design

## Basic Information

- ◆ Basic Statistics
- ◆ Budget Information
  - ◆ Construction vs Design split
  - ◆ Outsourced vs In-House split

## AM Governance

- ◆ AM Teams, Committees and Staff
- ◆ Asset Management Plan's



## Staffing Information

- ◆ Service Delivery Departments with FTE counts
  - ◆ % estimates for the different functions
- ◆ FTE counts for the support functions

FTE = Full Time Equivalent

**ANALYSIS**



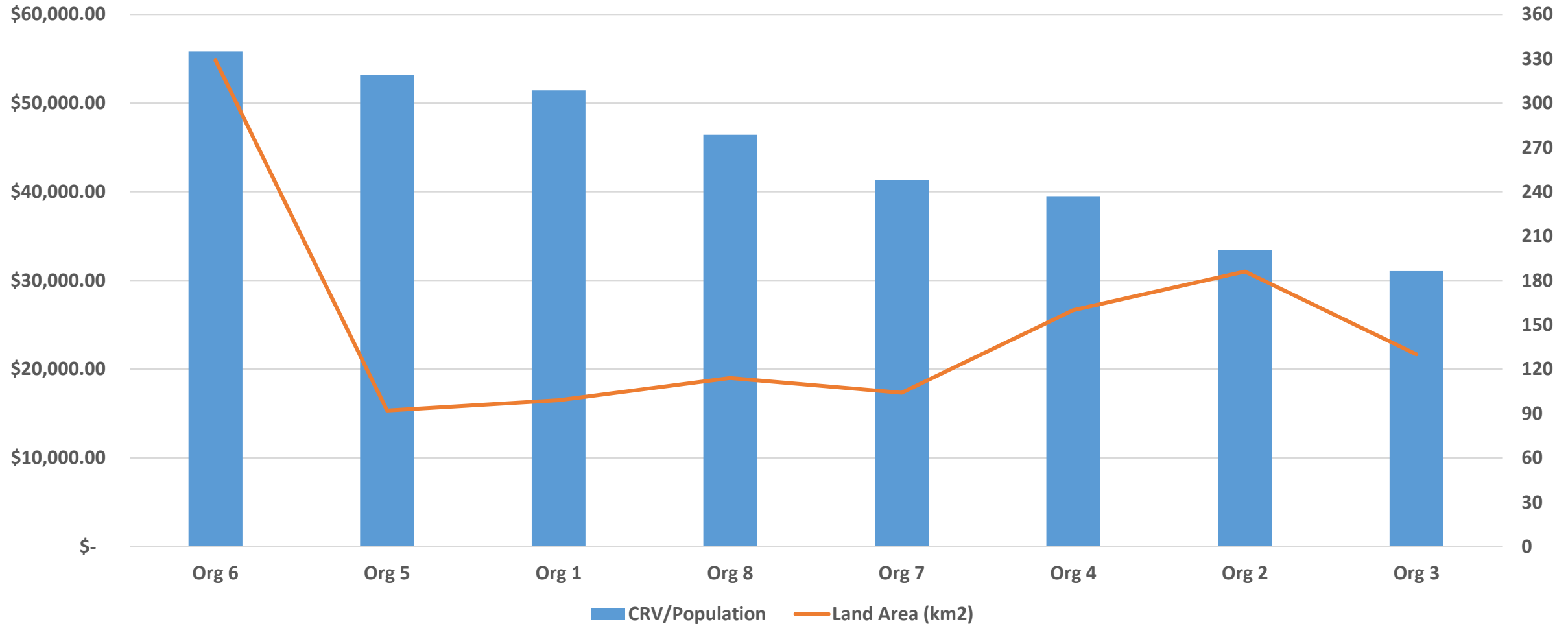
# Data and Insights Caution

- Not enough data to draw conclusions about effectiveness
- Numbers not an indication of right or wrong resourcing levels



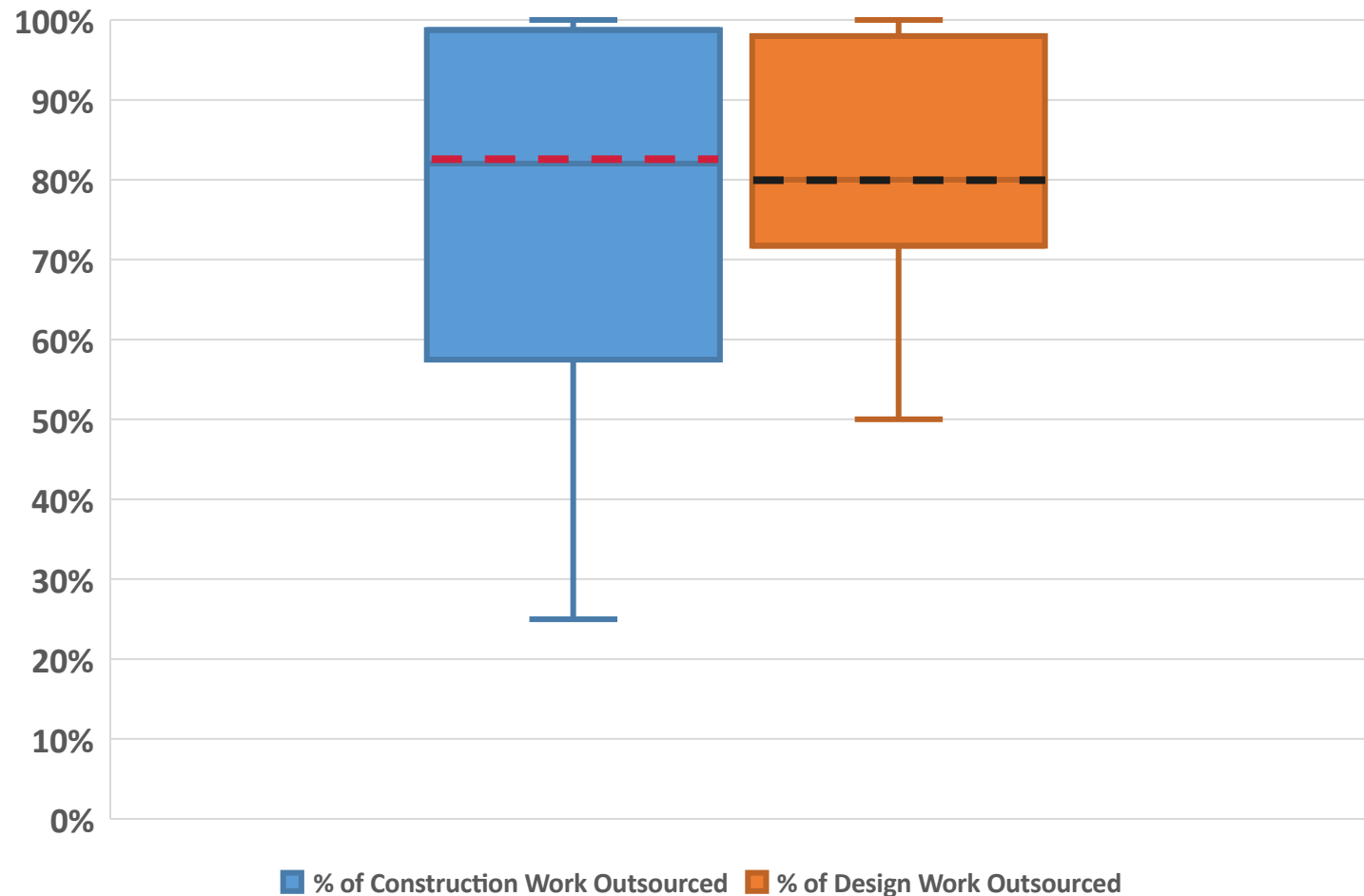
# Organizations – Relative Size

### CRV/Population and Land Area



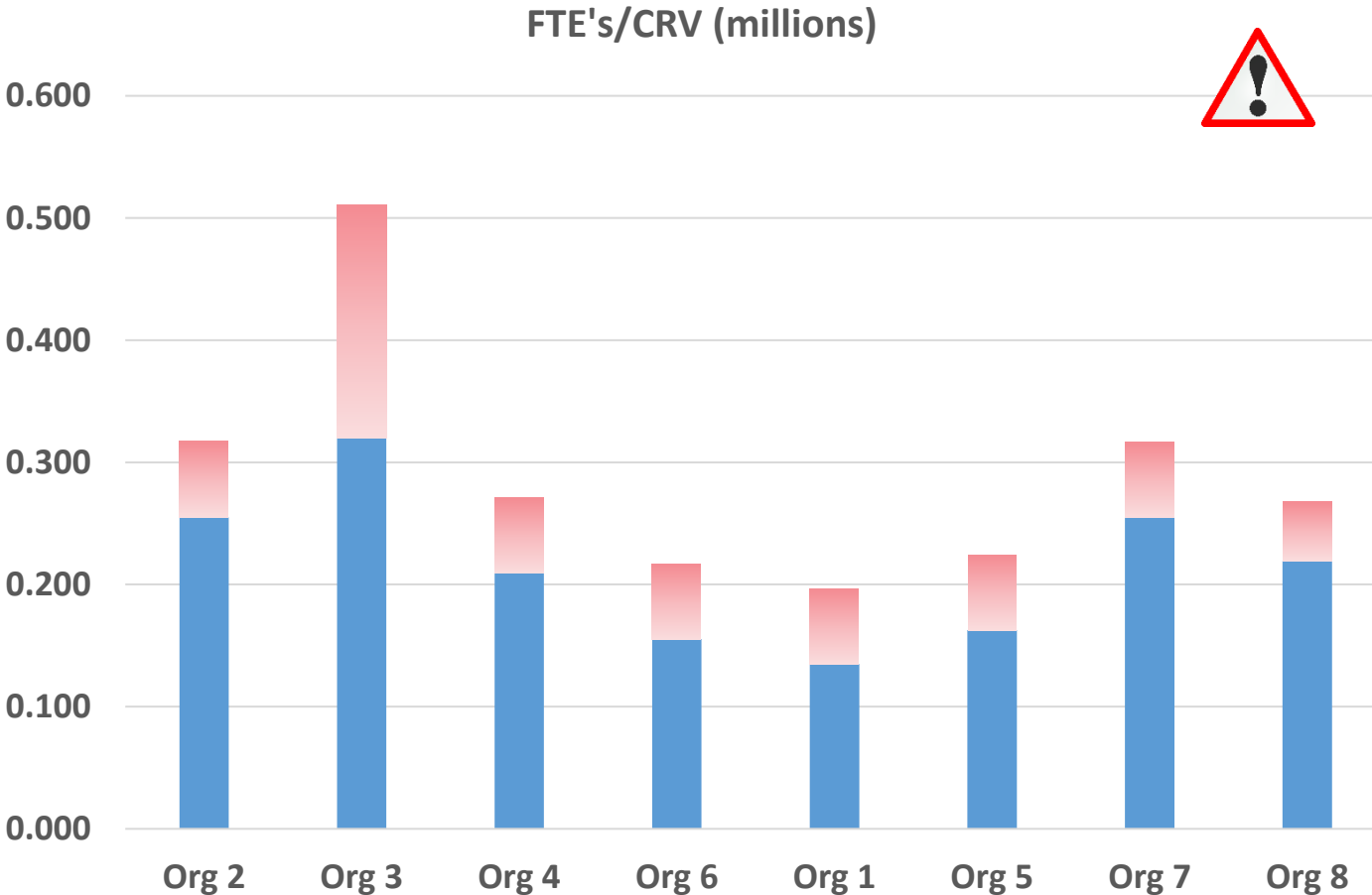
# Budget Information – Capital Budget

Construction and Design Work - Outsourcing





- Boxplot
    - Shows the distribution of the data
    - Lowest and Highest Values
    - Lower and Upper Quartiles
      - 6 communities were inside this range
    - Dotted Line is the Median (mid-point)
- 1) Lots of variety in approach to outsourcing construction work
  - 2) Outsourcing design work more of an established norm

# Staffing



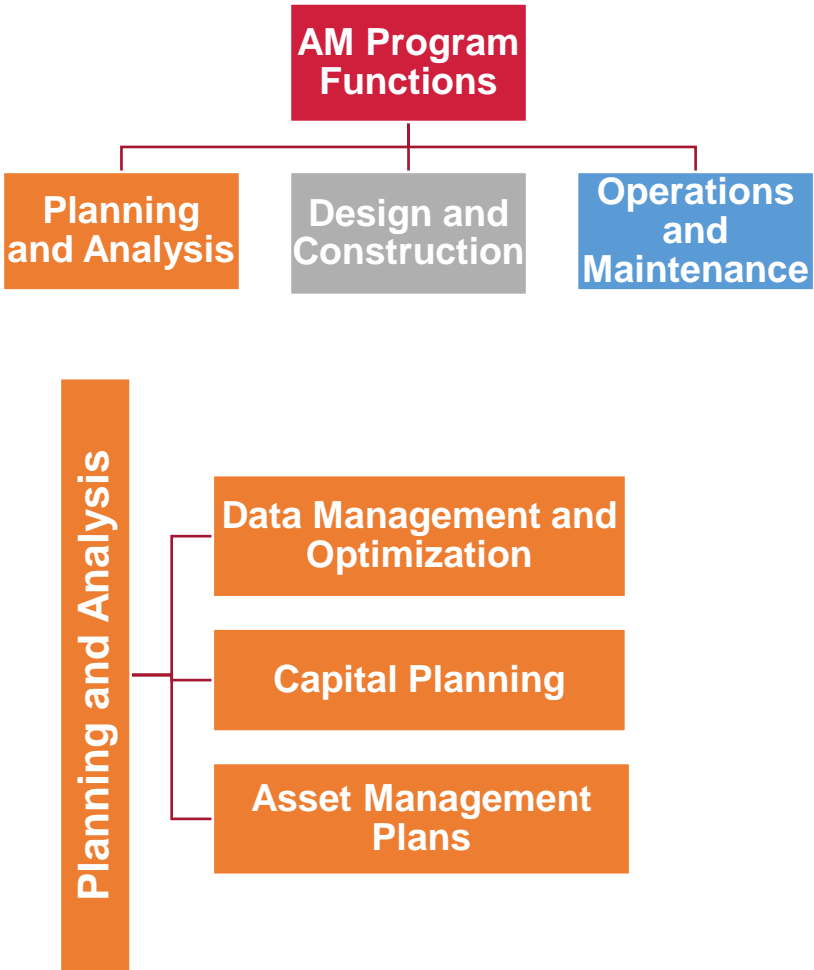
- No pattern with maturity
  - This metric only accounts for internal staff
  - Org's are outsourcing large %'s of their budgets

 = FTE's/CRV

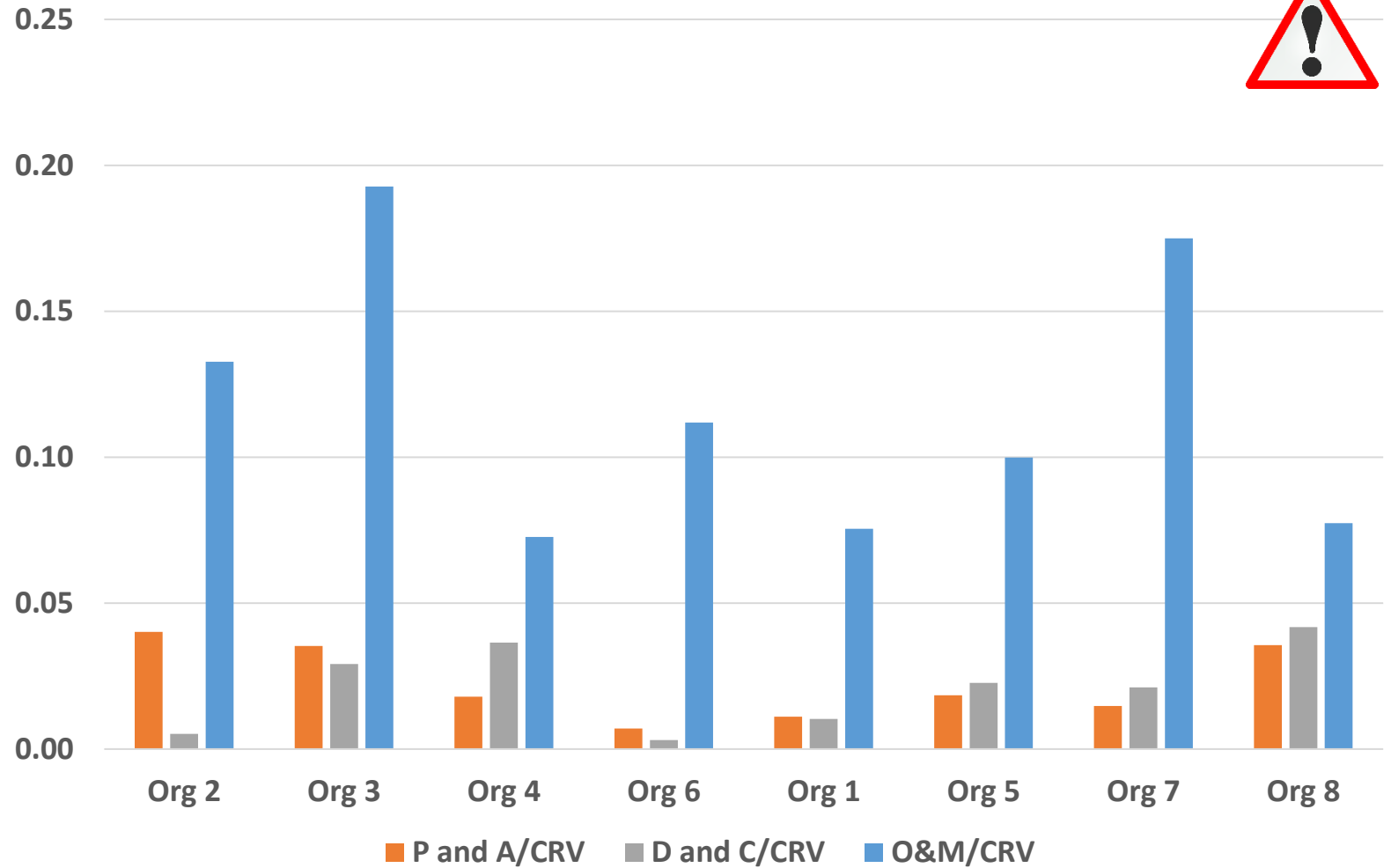
 = incl. estimated external FTE's

Highest  AM Maturity  Lowest

# Functional Staffing

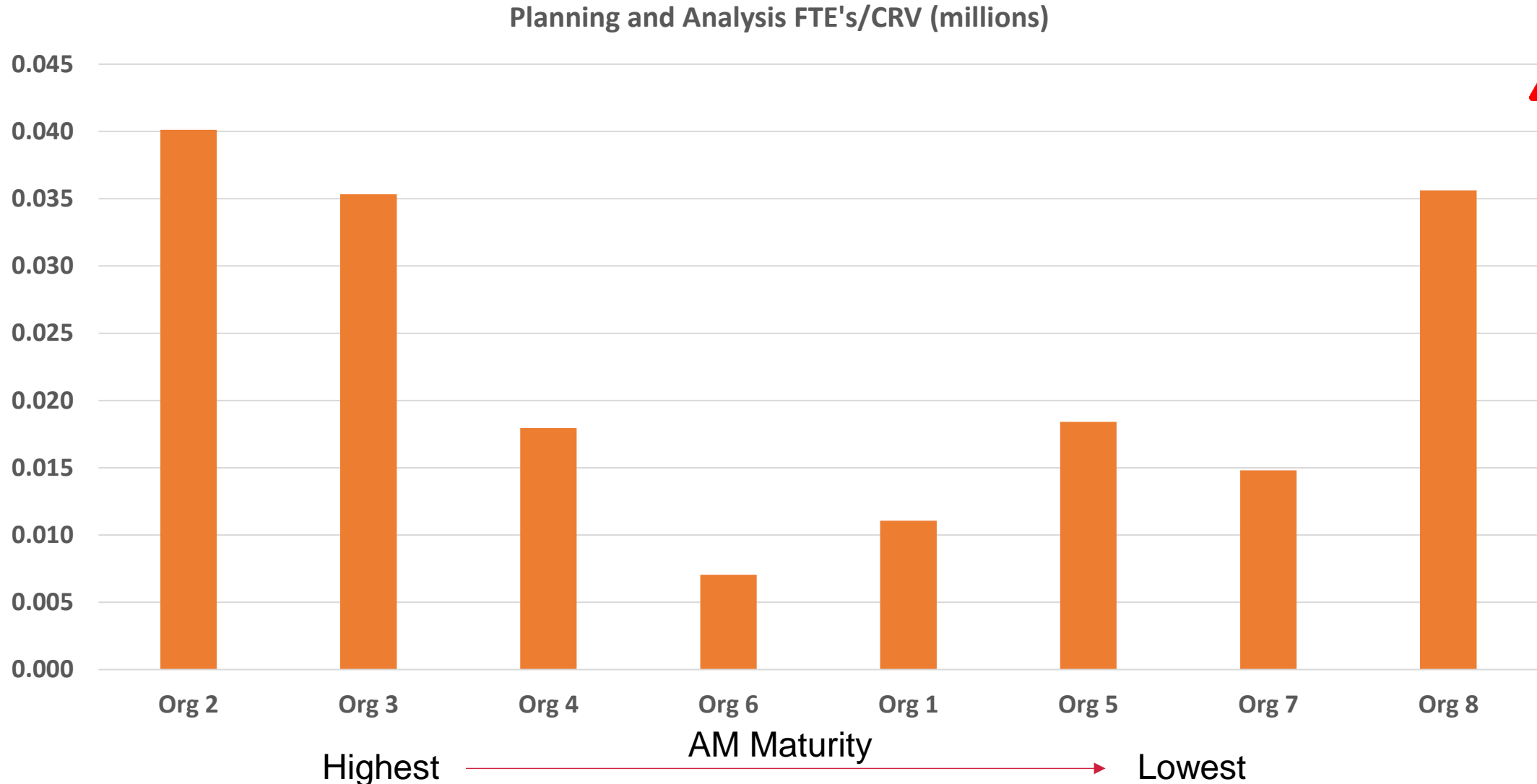


FTE's/CRV (millions)



# Functional Staffing – Planning and Analysis

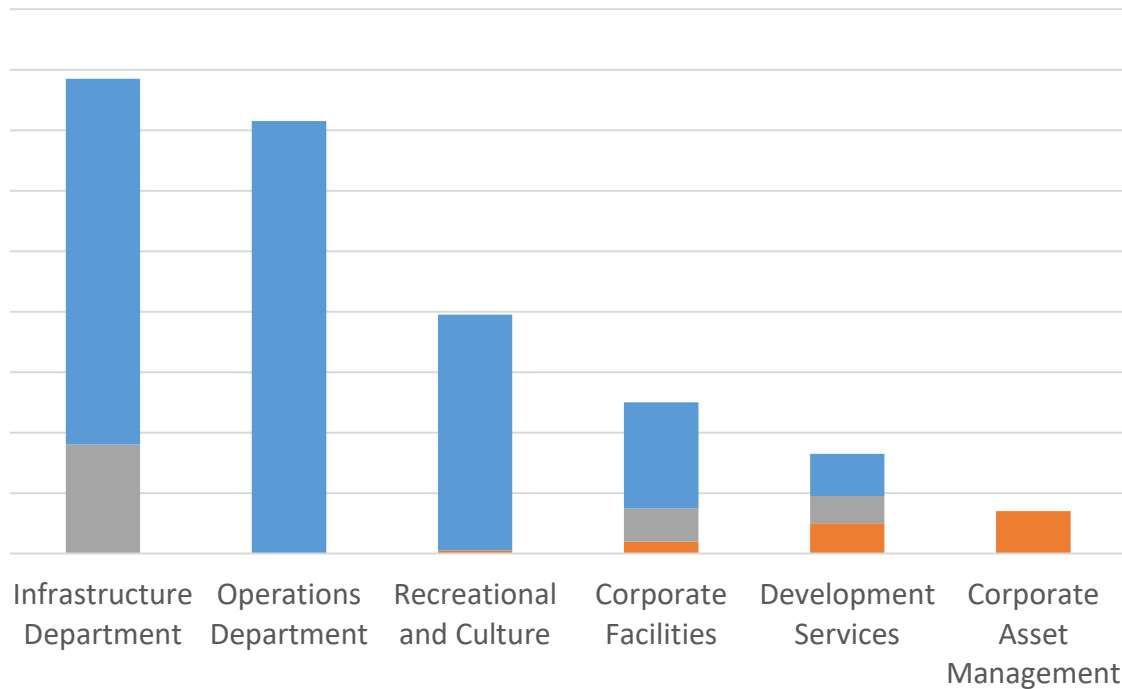
- Definition of P&A varied
- Some correlation with maturity
- But need to know more before drawing conclusions



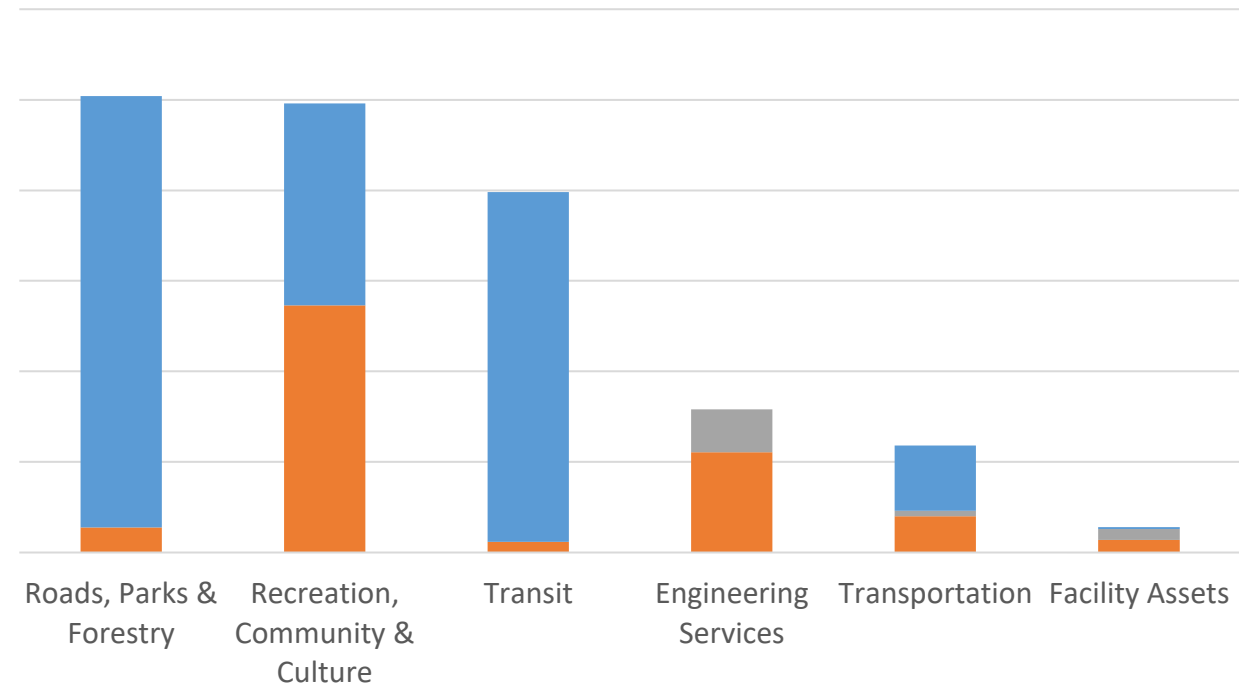
# Comparing between Organizations

## Service Delivery Departments FTE's

### Organization 1



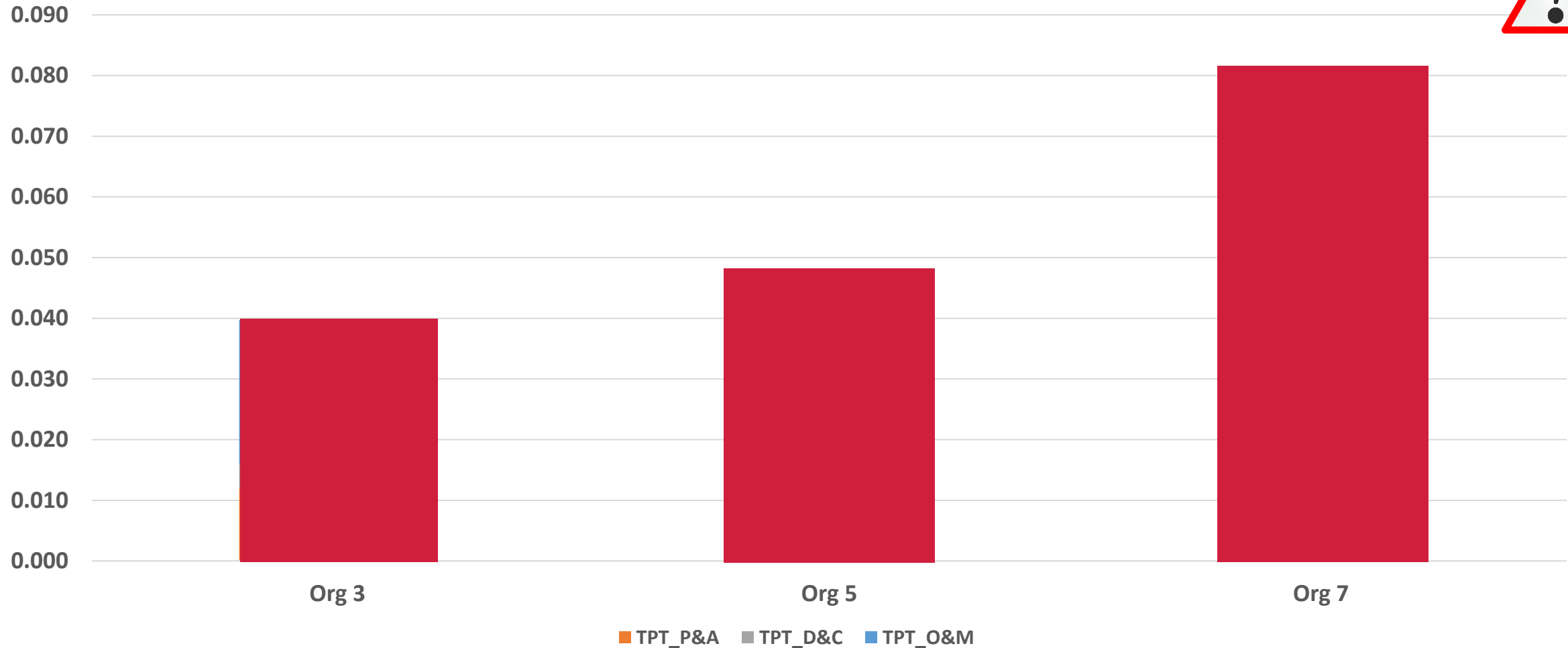
### Organization 2



■ Planning and Analysis   
 ■ Design and Construction   
 ■ Operations and Maintenance

# Department Staffing – Transportation

Transportation - FTE/CRV (millions)

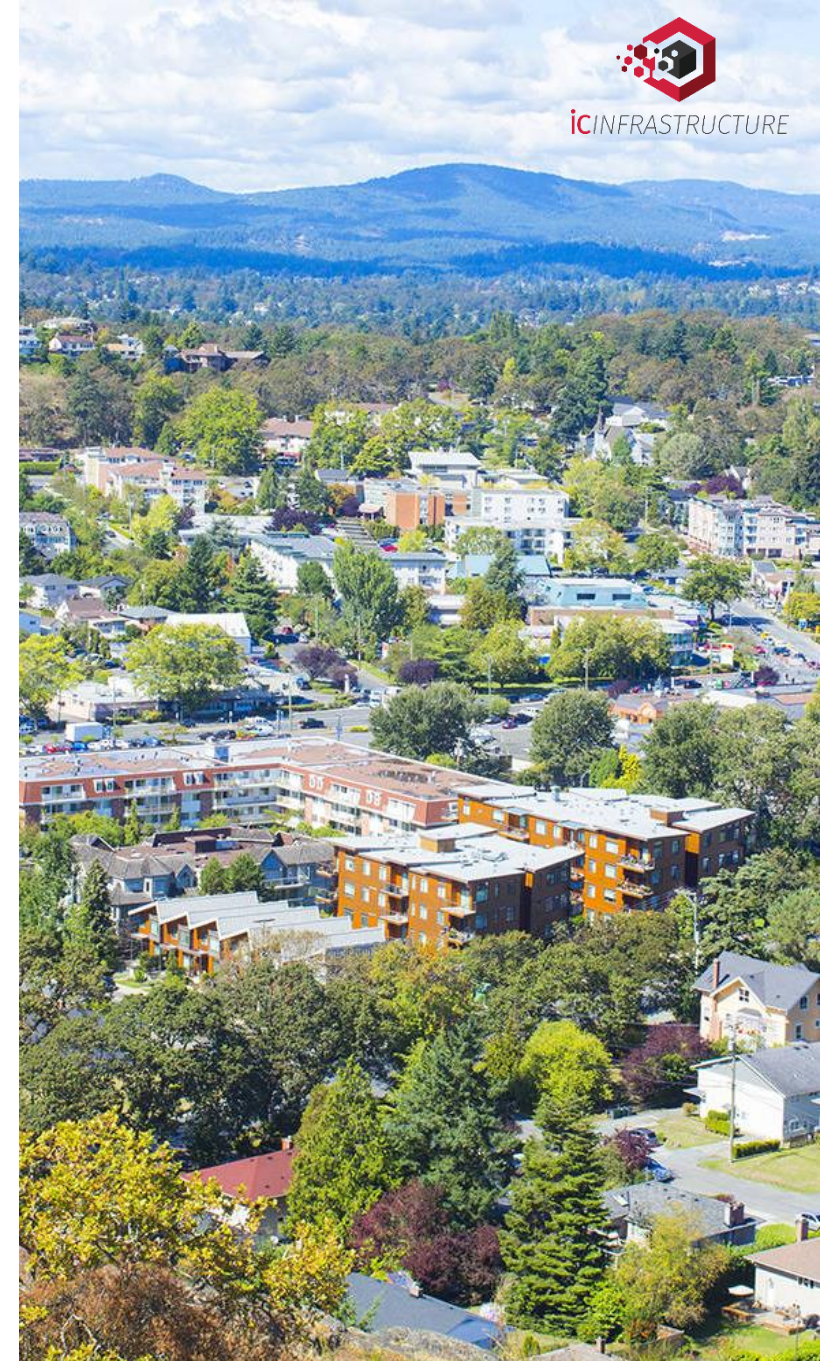


# Centralized Asset Management and Governance

	AM Committee	# Centralized AM Staff	# Decentralized AM Staff
Org 1	Yes	11	0
Org 2	Yes	2	2
Org 3	No	0	“Everyone does AM”
Org 4	Yes	0	3
Org 5	No	0	0
Org 6	Yes	4	6
Org 7	Yes	2	1
Org 8	No	0	8

# Key Takeaways - Staffing

- Gained a deeper understanding of the range of approaches to **organizational staffing**
- Gained a deeper understanding of the range of approaches to **AM governance**
- Saanich built **meaningful connections** with organizations with high AM maturity from across Canada



# Key Takeaways - Future Research

- ◆ **Augment existing regional surveys to capture more staffing information**
  - ◆ Adding a layer which collects staffing levels by service area would allow for meaningful, province/nationwide benchmarks
- ◆ **Use a consistent organizational structure with clearly defined terms**
  - ◆ Allowing for all structures resulted in the loss of department specific information
  - ◆ Terms such as ‘Planning and Analysis staff’ were subject to interpretation
- ◆ **Internal Workforce Planning based on Roles and Teams potentially more effective**
  - ◆ Assess internal capacity in relation to desired outcomes using AM Competency Framework, especially if small and resource constrained



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**THANK YOU**

Final report will be available late November



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